

U.S. Department of Energy  
Office of the Executive Secretariat

Correspondence  
Style Guide



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## INTRODUCTION

Most of the Department's interaction with the public and Congress is through writing. Effective communication is an important tool that is often underutilized. The *Executive Secretariat Style Guide* is a tool to help in the preparation of effective, well-written materials.

The *Style Guide* provides easily accessible information to assist you in providing correspondence, decision memoranda, briefing papers, and other useful information to the Secretary, Deputy Secretary, and Under Secretary<sup>1</sup>. It begins with a section focusing on writing standards including a discussion on why we need to improve our writing and some tools to help. In addition, the *Style Guide* includes examples of memoranda, correspondence, models of address, grammar guides, and other information.

The information in this guide may differ in some instances with the *Government Printing Office (GPO) Style Manual* and the *U.S. Government Correspondence Manual* published by the General Services Administration, but these are the Secretary's preferences. We expect to update this document regularly with *updated* guidance. In addition, we recognize that written material at the Department varies widely and frequently demands flexibility. The only inflexible rules are:

**Use common sense.**  
**When in doubt, ask.**  
**Be on time.**  
**Be responsive.**

The following is a list of Executive Secretariat work group and their telephone numbers where you can get answers to your questions. They are here to help you with whatever problems may arise. Keep these telephone numbers handy. You may fax information or inquire to this work group at (202) 586-

Bettie Atcherson (202) 586-5064

Nuclear Energy  
Policy and International Affairs  
Power Marketing  
Public Affairs

Denny Brisley (202) 586-5075

Defense Programs  
Worker Transition

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<sup>1</sup>For ease of reading, we refer to the Secretary throughout the *Style Guide*. Unless otherwise noted, the guidance applies to written material for the Deputy Secretary and Under Secretary as well.

Linda Cameron (202) 586-5089

Congressional and Intergovernmental Affairs  
Energy Efficiency  
Environment, Safety and Health

Karen Deitrick (202) 586-5084

Fossil Energy  
Field Management  
Materials Disposition  
Inspector General

Joyce Harrod (202) 586-5063

Energy Information Administration  
Environmental Management  
Privatization Project Office  
Radioactive Waste Management

Paulette Jones (202) 586-5177

Counterintelligence  
Defense Nuclear Facilities Safety Board Representative  
Intelligence  
Nonproliferation and National Security

Gwenda Martin (202) 586-4311

Science  
General Counsel  
Management & Administration

Althea Vanzego (202) 586-4261

Secretary of Energy Advisory Board  
Chief Financial Officer  
Economic Impact and Diversity  
Hearings and Appeals  
Scheduling

# I. WRITING WELL

Although correspondence formats are important, writing quality is more important. For that reason, the *Style Guide* begins with a section on how to make Department of Energy writing more effective.

## A. GENERAL GUIDANCE

### ! Most Important Ideas First

Open with the most important information. Each letter, memorandum, and report is an opportunity to reenforce the Department's core values and rationale for action. Early in each letter or memorandum, the rationale for the Department activities should be clearly articulated. For example, a letter about the Clean Coal Technology Program might include a value statement like this:

*The Clean Coal Technology Program is a successful effort by the Government to establish productive partnerships with the private sector. The innovative technologies emerging from the program meet our twin domestic objectives of securing energy and environmental compatibility while also creating jobs and export products for the international marketplace.*

Other examples are:

*The Department of Energy has made a major commitment to strengthening the teaching of mathematics and science in our Nation's schools. We are particularly concerned with the need to provide better opportunities for our young people, especially women and minorities, to excel in these critical fields.*

*The Naval Petroleum and Oil Shale Reserves are vital national energy resources. The Department's objective with respect to the Reserves is to manage, operate, maintain, and produce the Reserves to achieve the greatest value and benefit to the United States. This mission supports President Clinton's goal to use Government resources efficiently.*

*The Department of Energy is committed to achieving environment, safety, and health excellence in its operations and to correcting problems before they can pose a hazard to the quality of the environment or public welfare. Protection of the environment, workers, and the public are of paramount importance.*

### ! Be Responsive

Letters should be responsive, but they do not need to be long, wordy or complex. Focus on all issues raised by the letter writer. Do not avoid tough issues. If you cannot address all issues fully, say so, and establish a specific date when the response will be completed.

**! Write As You Speak**

Make your writing as formal or informal as the situation requires but do so with language you might use in speaking. This will reduce the tendency to write in "bureaucratese." Because readers hear writing, the most readable writing sounds like people talking to people.

**! Use Short Paragraphs**

Long paragraphs swamp ideas. Keep paragraphs short, roughly four or five sentences. Use several paragraphs for a complex idea if necessary. Long paragraphs divide where your thinking takes a turn. By adding white space, you make reading easier.

Short paragraphs are especially important at the start of letters. Long first paragraphs discourage reading.

**! Write Disciplined Sentences**

Avoid unclear sentences. Use the following techniques to sharpen your sentences.

Subordinate minor ideas.

Besides clarifying the relationship between ideas, subordination prevents the overuse of *and*, the weakest of all conjunctions.

*The Department uses a similar contractor service and saves the taxpayers about 15 percent.*

*By using a similar contractor service, the Department saves the taxpayers about 15 percent.*

Place ideas deliberately

Start and finish a sentence any way you like, but keep in mind that ideas gain emphasis when they appear at either end. To mute an idea, put it in the middle.

*It has been determined that moving the computer as shown in the enclosure would allow room for another cabinet to be installed.*

*Moving the computer as shown in the enclosure would allow room for another cabinet.*

*I would like to congratulate you on your selection as our Employee of the Month for August.*

*Congratulations on your selection as our August Employee of the Month.*

### Use more parallelism

Look for opportunities to arrange two or more equally important ideas so they look equal. Parallelism saves words, clarifies ideas, and provides balance. Go by the first words of the series; all should use the same part of speech (verbs in the previous sentence).

*Their position is that the symposium is a forum for the dissemination of information and is not intended to establish standards.*

*Their position is that the symposium is a forum for sharing information and not for setting standards.*

*Effective October 1, addressees will be required to utilize the cost accounts contained in enclosure (1). Addressees will cease reporting against cost accounts 1060, 2137, and 2340.*

*On October 1, start using the cost accounts in enclosure (1) and stop using cost accounts 1060, 2137, and 2340.*

### **! Keep Sentences Short**

For variety mix long sentences with short sentences, but average under 20 words. Do not count every word. Try the ear test: read your writing aloud and break up most of the sentences that do not end in one breath.

### **! Rely on Everyday Words**

The complexity of our work and the need for precision require some big words. Do not overuse big words when little ones will do. Some words or phrases to avoid and alternatives are:

#### **Instead of**

commence  
consequently  
facilitate  
herein  
however  
notwithstanding  
optimum  
utilize

#### **Try**

start  
so  
help  
here  
but  
in spite of  
best  
use

A list of simpler words and phrases is included at the end of this section, starting on page I-11.

### **! Do Not Use Acronyms**

If you must use acronyms in a lengthy report, spell out the name followed by the acronym



in parentheses the first time it is used. The acronym can then be used throughout the document. An acronym list should be prepared as an appendix to the report.

### ! Cut the Fat

You do not need to be wordy to be responsive. The longer you take to say things, the weaker you come across and the more you risk blurring important ideas.

Some wordy expressions to watch out for are:

#### Watch out for

for the purpose of  
in accordance with  
in order to  
in the event that  
in the near future

#### Try

for, to  
by, following, under  
to  
if  
soon

### ! Say It Once

As a writer, you may see some difference between *advise* and *assist*, *interest* and *concern*, or *thanks* and *gratitude*. Your reader will not. Repeating a general idea does not make it more precise.

### ! Avoid "it is" and "there is"

No two words hurt writing more than *it is*. They stretch sentences, delay meaning, hide responsibility and encourage passive verbs.

#### Not

it is requested  
it is our intention  
it is necessary that  
it is apparent that

#### But

we request, please  
we intend  
you need to  
clearly

**Avoid:** *There will be* a meeting of the quality team at 1:00 p.m. Friday in Room 7E-069.

**Try:** The quality team will meet at 1:00 p.m. Friday in Room 7E-069.

**Avoid:** *There are* two alternatives in the report.

**Try:** The report offers two alternatives.

## ! Use Strong Action Verbs

The most important word in a sentence is the verb, the action word, the only word that can do something. Weak writing relies on general verbs, which take extra words to complete their meaning.

Let your verbs do more work. For example:

This directive *is applicable* to all personnel who *make use of* the system.

The directive *applies* to all personnel who *use* the system.

The committee *held a meeting* to *give consideration* to the proposal.

The committee *met* to *consider* the proposal.

## ! Use the Active Voice

The passive voice makes writing wordy and roundabout. It can be confusing and can dilute accountability for an action or direction.. To avoid the passive voice, most of your sentences should use a **who-does-what** order. By leading with the doer, you automatically avoid a passive verb.

**Passive:** The meeting was chaired by the Secretary.

**Active:** The Secretary chaired the meeting.

A verb in the passive voice uses any form of ***to be*** plus the past participle of the main verb.

am is are was were be being been

### PLUS

a main verb ending in *-en* or *-ed*

Unlike sentences with active verbs, sentences with passives do not need to show who or what has done the verb's action. This leads to confusion.

To avoid the passive voice:

### Put the doer before the verb

The part must have been broken by *the technician*.

*The technician* must have broken the part.

The requests will be approved. (By whom?)

(Supervisors?) will approve the requests.

Drop part of the verb

The results *are listed* in the enclosure.

The results *are* in the enclosure.

Then he *was transferred* to Fossil Energy.

Then he *transferred* to Fossil Energy.

Change the verb

Letter formats *are shown* in this guide.

Letter formats *appear* in this guide.

Personnel *are prohibited from doing* so.

Personnel *must not do* so.

**! Sexist Language**

Avoid using language with gender distinctives. Do not use words that unnecessarily distinguish between men and women.

**USE****NOT**

Work force

manpower

Fire fighter

fireman

flight attendant

stewardess

letter carrier

mailman

layperson

layman

Avoid the unnecessary use of personal pronouns, such as *he*, *she*, *him*, *her*, *his* and *hers* when the gender is unknown. Use undefined pronouns, such as *everyone*, *someone*, and *somebody*. To avoid using the gender-specific personal pronoun, we recommend:

Make the sentence plural.

*All employees should pick up their paychecks*

not

*Everyone should pick up his paycheck.*

Remove the pronoun.

*Everyone should complete a leave slip.*

not

*Everyone should complete his leave slip.*

Avoid the salutation "Gentlemen" if the organization receiving the letter could include men and women. Instead, use:

*Dear Ladies and Gentlemen:*

*Dear Sir or Madam:*

*Dear Manager:*

## B. GRAMMAR

You can find some very useful guidance in the *GPO Style Manual*. We have included a few sections for easy reference. There are also a number of very effective desk top grammar reference books.

### APOSTROPHE

The possessive case of a singular or plural noun not ending in "s" is formed by adding the apostrophe and "s." The possessive case of a singular or plural noun ending in "s" or with an "s" sound is formed by adding an apostrophe only. Some examples follow:

*! ship's route                      ! witness' story*

*! Clinton's policy              ! Jones' policy*

However, generally the apostrophe should not be used after the names of countries or other organized bodies ending in "s", or after words more descriptive than possessive (that is, not indicating personal possession). For example:

*! United States policy*

*! Department of Energy  
facilities*

*! House of Representatives session*

*! Environment, Safety and  
Health rules*

Avoid using the apostrophe with plural form of letters, signs, symbols, acronyms and abbreviations, unless it would be confusing. For example:

1990s, *not* 1990's

Ph.Ds *not* Ph.D's

but:

All of the A's and B's should be included. *not* All of the As and Bs (or as and bs).

## CAPITALIZATION

Proper nouns are capitalized. A common noun or adjective forming an essential part of a proper name is capitalized; the common noun used alone as a substitute for the name of a place or thing is not capitalized. For example:

! *Washington Monument; the monument*      ! *Savannah River Site; the site*

However at the Department of Energy, capitalize *Department* when referring to the Department of Energy and capitalize *Government* when referring to the Federal Government.

A common noun used alone as a well-known short form of a specific proper name is capitalized:

! *the Capitol (at Washington); but State capitol (the building)*

! *the District (as in District of Columbia)*

Federal is capitalized when used as a synonym for United States or other sovereign power. State is also capitalized when referring to one of the 50 United States. For example:

! *Federal, State and local authorities will meet on Tuesday.*

Capitalize the first letter of a person's title if it precedes the person's name or if the title is very important.

! *Professor Bob Jones*

! *Bob Jones, professor*

! *Federico N. Peña, Secretary of Energy*

## COLONS

Colons are used to link related thoughts. They emphasize the second clause.

*The Secretary stressed the Department's number one focus: the health and safety of its workers and neighbors.*

Colons introduce lists.

*The Department's critical success factors are:*

! *Communication and trust*

! *Human Resources*

! *Environment, Safety and Health*

! *Management practices*

Colons also follow the salutation in business correspondence.

*Dear Mr. Smith:*

## COMMA

Do not over punctuate. A good general guideline is "less punctuation is better." The comma, in particular, is frequently over used. *The Elements of Grammar* by Margaret Shertzer is our guide, but the same information is in the *GPO Style Manual*.

### **The use of the comma after phrases and clauses at the beginning of a sentence is not an arbitrary requirement.**

Use a comma after a long introductory prepositional phrase out of its natural order or when punctuation is needed for clarity.

**!**     *In addition to processing travel orders, he must review all codes on the time cards.*

**!**     *For the classification division, the new procedures must be implemented as soon as possible.*

Short introductory prepositional phrases need to be followed by a comma only when distinctly parenthetical (such as - "for example," "in fact," "on the other hand,").

**!**     *In recent months many changes have taken place at the Department.*

**!**     *On Monday time cards are due.*

**!**     *For example, processing time for reassignments has decreased by 40 percent.*

Do not use a comma to set off restrictive participial phrases. A restrictive participial phrase is essential to the meaning of a sentence.

**!**     *All persons known to have seen the accident will be questioned.*

Use commas to set off nonrestrictive participial phrases. A nonrestrictive participial phrase adds an additional thought and might be omitted without interfering with the meaning.

**!**     *The letter from Senator Johnston, just received by the Assistant Secretary, raised serious questions.*

**!**     *The report, concurred upon by all Secretarial Officers, will be issued on Tuesday.*

Use a comma to set off descriptive phrases following the noun they modify.

- !      *The stock, having reached 175, remained there for several weeks.*
- !      *The DOE Order, issued in May 1992, clearly articulated the policy.*

In a series of three or more terms with a single conjunction, use a comma after each term except the last.

- !      *Ann brought the reports, pens, graphs, and papers to the meeting.*

## COMPOUND MODIFIERS

When a compound modifier -- two or more words that express a single concept -- precedes a noun, use hyphens to link all words in the compound except the adverb "very" and all adverbs that end in "ly."

- !      *a bluish-green discharge*
- !      *weapons-related research*
- !      *a know-it-all attitude*
- !      *a very good rating*
- !      *federally funded research*
- !      *an easily remembered rule*
- !      *congressionally mandated report*

## DATES

Use a comma after complete dates used in a sentence, but not when only month and year are noted. For example:

- !      *The meeting was held on Monday, January 6, 1992, at the White House.*
- !      *This was reflected in the June 15, 1991, report.*
- !      *Production for June 1990 was higher than normal.*

## NUMBERS IN CORRESPONDENCE

All numbers ten or less in correspondence for the Secretary should be spelled.

- !      *The transfer of nine kilograms of material was completed.*
- !      *He requested two hours of annual leave.*

Write out numbers that begin sentences.

- !      *Three hundred people attended.*
- !      *Twenty-four dollars were stolen.*

Always use figures for dates.

!      *July 16, 1994*  
!      *September 1958*

Spell out and hyphenate fractions appearing in normal text.

!      *one-half pound*  
!      *three-quarters of a mile*

However, if the fraction is complex or includes a whole number use numerals.

!      *77/100*  
!      *3½ inches*

Express time as numerals.

!      *3:00 p.m.*  
!      *2:45 a.m.*

Use commas to separate groups of three digits.

!      *1,000,000*  
!      *2,566*  
!      *782*

Be consistent. Treat similar numbers the same within a sentence.

*The Secretary approved increasing the employment ceiling for three offices. Fossil Energy received 4 additional slots, Energy Research received 11, and Energy Efficiency received 16.*

## UNDERLINING, ITALICS AND BOLDFACE

Underlining and italics can be used interchangeably, but should be used consistently within a document.

Use underlining or italics for foreign words or phrases that are not used commonly in English.

Also use underlining or italics for titles of books, newspapers, magazines, plays, and movies. Chapters and titles of magazine or newspaper articles should be in quotation marks.

Use underlining or italics for words used as words.

!      In this context, reactor means equipment that...



Underline names of aircraft, ships, and spacecraft.

!        Apollo IV  
!        U.S.S. Forrestal

Use boldface type to highlight headings, titles, or key words needing emphasis.

## C. SIMPLE WORDS AND PHRASES

Official writing does not demand big words or fat phrases. Go out of your way to use ordinary English. The result will be clearer thinking and shorter writing. Asterisks mark the dirty dozen, the twelve, offenders most likely to weaken your work.

<u>Instead of</u>	<u>Try</u>	<u>Instead of</u>	<u>Try</u>
a and/or b . . . . .	a or b or both	*commence . . . . .	begin, start
accompany . . . . .	go with	comply with . . . . .	follow
accomplish . . . . .	carry out, do	component . . . . .	part
accorded . . . . .	given	comprise . . . . .	form, include, make up
accordingly . . . . .	so	concerning . . . . .	about, on
accrue . . . . .	add, gain	consequently . . . . .	so
accurate . . . . .	correct, exact, right	consolidate . . . . .	combine, join
additional . . . . .	added, more, other	constitutes . . . . .	is, forms, makes up
address . . . . .	discuss	contains . . . . .	has
*addressees . . . . .	you	convene . . . . .	meet
adjacent to . . . . .	next to	currently . . . . .	(omit), now
advantageous . . . . .	helpful		
adversely impact . . . . .	hurt, set back	deem . . . . .	believe, consider, think
advise . . . . .	recommend, tell	delete . . . . .	cut, drop
afford an opportunity . . . . .	allow, let	demonstrate . . . . .	prove, show
aircraft . . . . .	plane	depart . . . . .	leave
allocate . . . . .	divide, give	designate . . . . .	appoint, choose, name
anticipate . . . . .	expect	desire . . . . .	want, wish
a number of . . . . .	some	determine . . . . .	decide, figure, find
apparent . . . . .	clear, plain	disclose . . . . .	show
appreciable . . . . .	many	discontinue . . . . .	drop, stop
approximately . . . . .	about	disseminate . . . . .	give, issue, pass, send
as a means of . . . . .	to	due to the fact that due to, since	
ascertain . . . . .	find out, learn	during the period . . . . .	during
as prescribed by . . . . .	in, under		
*assist, assistance . . . . .	aid, help	effect modifications . . . . .	make changes
attain . . . . .	meet	elect . . . . .	choose, pick
at the present time at present, now		eliminate . . . . .	cut, drop, end
		employ . . . . .	use
be advised . . . . .	(omit)	encounter . . . . .	meet
benefit . . . . .	help	endeavor . . . . .	try
by means of . . . . .	by, with	ensure . . . . .	make sure
		enumerate . . . . .	count
capability . . . . .	ability, can	equitable . . . . .	fair
caveat . . . . .	warning	equivalent . . . . .	equal
close proximity . . . . .	near	establish . . . . .	set up, prove, show
combined . . . . .	joint	evidenced . . . . .	showed

<u>Instead of</u>	<u>Try</u>	<u>Instead of</u>	<u>Try</u>
evident . . . . .	clear	is responsible for . . . . .	(omit), handles
exhibit . . . . .	show	it appears . . . . .	seems
expedite . . . . .	hasten, speed up	*it is . . . . .	(omit)
expertise . . . . .	ability, skill,	it is essential . . . . .	must, need to
expiration . . . . .	end	it is required . . . . .	please, we request
facilitate . . . . .	ease, help	liaison . . . . .	discussion
failed to . . . . .	did not	limited number . . . . .	few
feasible . . . . .	can be done	limitations . . . . .	limits
finalize . . . . .	complete, finish	magnitude . . . . .	size
for a period of . . . . .	for	maintain . . . . .	keep, support
forfeit . . . . .	give up, lose	majority of . . . . .	most
for the purpose of . . . . .	for, to	maximum . . . . .	greatest, most
forward . . . . .	send	methodology . . . . .	method
frequently . . . . .	often	minimize . . . . .	decrease, reduce
function . . . . .	act, role, work	minimum . . . . .	least, smallest
furnish . . . . .	give, send	modify . . . . .	change
has a requirement for . . . . .	needs	monitor . . . . .	check, watch
herein . . . . .	here	necessitate . . . . .	cause, need
heretofore . . . . .	until now	notify . . . . .	let know, tell
herewith . . . . .	below, here	not later than . . . . .	by
however . . . . .	but	notwithstanding . . . . .	in spite of, still
identical . . . . .	same	numerous . . . . .	many
identify . . . . .	find, name, show	objective . . . . .	aim, goal
immediately . . . . .	at once	obligate . . . . .	bind, compel
impacted . . . . .	affected, changed	observe . . . . .	see
*implement . . . . .	carry out, start	operate . . . . .	run, use, work
*in accordance with . . . . .	by, following, under	optimum . . . . .	best, greatest, most
in addition . . . . .	also, besides, too	option . . . . .	choice, way
in an effort to . . . . .	to	parameters . . . . .	limits
inasmuch as . . . . .	since	participate . . . . .	take part
in a timely manner on time, promptly		perform . . . . .	do
inception . . . . .	start	permit . . . . .	let
incumbent upon . . . . .	must	pertaining to . . . . .	about, of, on
inform . . . . .	tell	point in time . . . . .	point, time
indicate . . . . .	show write down	portion . . . . .	part
indication . . . . .	sign	possess . . . . .	have, own
initial . . . . .	first	practicable . . . . .	practical
initiate . . . . .	start	preclude . . . . .	prevent
in lieu of . . . . .	instead of	previous . . . . .	earlier, past
in order that . . . . .	for, so	previously . . . . .	before
*in order to . . . . .	to	prioritize . . . . .	rank
in regard to . . . . .	about, concerning	prior to . . . . .	before
interface with . . . . .	meet, work with	proceed . . . . .	do, go ahead, try
*in the amount of . . . . .	for	procure . . . . .	buy
*in the event that . . . . .	if	proficiency . . . . .	skill
in the near future . . . . .	shortly, soon	*promulgate . . . . .	issue, publish
in the process . . . . .	(omit)	provide . . . . .	give, offer, say
in view of . . . . .	since	provided that . . . . .	if
in view of the above . . . . .	so	provides guidance for . . . . .	guides
is applicable to . . . . .	applies to	purchase . . . . .	buy
is authorized to . . . . .	may	pursuant to . . . . .	by, following, under
is in consonance with . . . . .	agree with, follows		

<u>Instead of</u>	<u>Try</u>	<u>Instead of</u>	<u>Try</u>
reflect . . . . .	say, show	there are . . . . .	(omit), exist
regarding . . . . .	about, of, on	therefore . . . . .	so
relative to . . . . .	about, on	therein . . . . .	there
relocate . . . . .	move	there is . . . . .	(omit), exists
remain . . . . .	stay	thereof . . . . .	(its, their
remainder . . . . .	rest	the undersigned . . . . .	I
remuneration . . . . .	pay, payment	the use of . . . . .	(omit)
render . . . . .	give, make	*this activity, command . . .	us, we
represents . . . . .	is	timely . . . . .	prompt
requests . . . . .	ask	time period . . . . .	(either one)
require . . . . .	must, need	transmit . . . . .	send
requirement . . . . .	need	-type . . . . .	(omit)
reside . . . . .	live		
retain . . . . .	keep	under the provisions of . . .	under
		until such time as . . . . .	until
said, some, such . . . . .	the, this, that	*utilize, utilization	use
selection . . . . .	choice		
set forth in . . . . .	in	validate . . . . .	confirm
similar to . . . . .	like	viable . . . . .	practical, workable
solicit . . . . .	ask for, request	vice . . . . .	instead of, versus
state-of-the-art . . . . .	latest		
subject . . . . .	the, this, your	warrant . . . . .	call for, permit
submit . . . . .	give, send	whereas . . . . .	because, since
subsequent . . . . .	later, next	with reference to . . . . .	about
subsequently . . . . .	after, later, then	with the exception of . . . .	except for
substantial . . . . .	large, much	witnessed . . . . .	saw
successfully complete . . . .	complete, pass		
sufficient . . . . .	enough	your office . . . . .	you
		/ . . . . .	and, or
take action to . . . . .	(omit)		
task . . . . .	ask		
terminate . . . . .	end, stop		
the month of . . . . .	(omit)		

## D. WORDS FREQUENTLY CONFUSED

Accept/Except: *accept* is a verb meaning to receive; *except* is a preposition meaning to the exclusion of.

Adjacent/Contiguous: *adjacent* means close to or near by; *contiguous* means sharing the same boundary.

Adverse/Averse: *adverse* is an adjective meaning unfavorable; *averse* is an adjective meaning having a dislike for something.

Affect/Effect: *affect* is usually a verb meaning to influence or change; *effect* is usually a noun meaning a result or consequence. *Effect* when used as a verb means to bring about or cause.

All right/Alright: *all right* is the standard spelling; *alright* is an informal spelling that should not be use in professional writing.

Allusion/Illusion/Delusion: *allusion* means a reference to something; *illusion* means a mistaken representation; *delusion* means a false belief.

Alternate/Alternative: *alternate* when used as an adjective means occurring in turns or every other one; *alternative* when used as an adjective means allowing for a choice between one or more options.

Altogether/All together: *altogether* means completely or entirely; *all together* means in a group.

Among/Between: *among* refers to more than 2 choices; *between* refers to 2 choices only.

Assure/Insure/Ensure: All three words mean to make certain or to guarantee. *Assure* should be used with reference to people; *insure* is used in reference to financial guarantees and implies protection; *ensure* implies a guarantee.

Bimonthly/Semimonthly: *bimonthly* can mean either every two months or twice a month. Because of the two different meanings, avoid using the word. *Semimonthly* means twice a month.

Complement/Compliment: *complement* means "completing or supplementing something"; *compliment* is an expression of praise.

Council/Counsel/Consul: *council* is a group of people; *counsel* as a verb means to advise and as a noun means advice or attorney; *consul* is a foreign representative.

Eminent/Imminent: *eminent* means outstanding or prestigious; *imminent* means very near or impending.

Irregardless/Regardless: *irregardless* is an unacceptable form or *regardless*. Use *regardless*.

Principal/Principle: *principal* is a noun meaning main or chief; *principle* is a noun meaning belief, moral standard or law.

That/Which: These words are largely interchangeable. However, *which* should always be used with nonrestrictive clauses set off by the use of the comma.

## II. CORRESPONDENCE CONTROL

### A. GENERAL FORMAT

The Executive Secretariat controls all correspondence addressed to the Secretary, Deputy Secretary and Under Secretary, all correspondence from the National Security Council and the White House, as well as all correspondence from Members of Congress and Tribal Leaders addressed to anyone at the Department.

The Executive Secretariat assigns three levels of correspondence priority:

- ! Essential/Critical
- ! Important
- ! Routine

All "Essential" items and some "Important" items are designated "Critical Items." Each evening the Secretary, Deputy Secretary, and Under Secretary receive copies of "Critical Items" for their information. A list of "Critical Items" is sent via electronic mail to Secretarial Officers daily.

### B. DUE DATES

Due dates are computed using **work days** and do not include weekends or holidays. The following is some general guidance for Executive Secretariat-assigned due dates.

#### Essential/Critical Correspondence

#### Due Dates

President	<b>12 work days</b>
Vice President	
The President's Chief of Staff	
The National Security Advisor	
Senior Advisors to the President	
Senior White House Staff	
Chairmen and Ranking Minority Members of Congress	
Congressional Delegations	
True Congressionals (addressed to S, DS, & US)	
Governors	
Mayors of Major Cities	
Cabinet Members/Deputy Secretaries	
Heads, Native American Tribes	
Heads of Major Corporations (DOE related)	
International Heads of State	
Chairman, Nuclear Regulatory Commission	
Chairman, National Coal Council	
Chairman, National Petroleum Council	
Chairman, Defense Nuclear Facilities Safety Board	
White House Referrals (48 hours draft responses and/or for signature of S, DS, & US)	

**Important Correspondence for the signature of S, DS, & US****12 work days**

Federal Independent Agencies (listed in the Federal Yellow Book)

**Important Correspondence for program signature****15 work days**

True Congressional (addressed to Program Officials)

Field Managers

Laboratory Directors

State Officials

Federal Officials

Heads of Major Corporations (Non-DOE related)

Whistleblower Correspondence

Equal Opportunity Complaints

Meeting Requests

Speaking Engagements

Social Invitations (appropriate action)

Congressional Constituent Referrals

**Routine Correspondence****25 work days**

Public Mail (mom & pop type stuff)\*\*

Write In Campaigns

White House Bulk

\*\* with the exception of those items made for S/DS/US Signature

If the incoming requests information by a certain date, due dates are assigned appropriately.

## C. REASSIGN POLICY

If the Executive Secretariat (ES) incorrectly controls mail to a program office, the program office must return the correspondence within one work day to ES. Because many policies and program issues within the Department are crosscutting ES would welcome suggestions on the correct assignment of this mail.

If a letter is returned during the second work day, the program must identify a "willing home" for the letter.

A letter may not be returned after two work days. Programs should work with other offices to complete the correspondence but for ES tracking and accounting purposes responsibility remains with the ES-assigned program office.

## D. SIGNATURE LEVELS

General guidance for Executive Secretariat-assigned signature levels are as follows:

**Incoming letter from: . . . . . Response signed by:**

The President . . . . .	Secretary
Vice President . . . . .	Secretary
Cabinet Members . . . . .	Secretary
Senior White House Staff . . . . .	Secretary
Agency Heads . . . . .	Secretary
Governors . . . . .	Secretary

Congress . . . . . Secretary (unless addressed to someone else)

Foreign Ambassadors . . . . .	Secretary
Foreign Cabinet Member . . . . .	Secretary

Heads of major corporations . . . . .	Secretary
Heads of major interest groups . . . . .	Secretary

"Dear Federico" mail . . . . . Secretary

Laboratory Directors . . . . .	Secretarial Officer
M&O Contractor Heads . . . . .	Secretarial Officer

General Public Mail . . . . . Program Office

There are exceptions to these rules. Sometimes the subject of incoming correspondence will necessitate a different signature level. Occasionally, the Executive Secretariat fails to recognize someone who requires a secretarial response. Secretarial Officers should suggest signature level changes when appropriate.

### III. INTERNAL DOCUMENTS

#### A. ACTION MEMORANDUM

An Action Memorandum is the decision-making tool used to obtain the Secretary's determination on a departmental recommendation. The recommendation can be as general as requesting the Secretary's appearance at a brown bag lunch to changing the direction of a major Department program.

An Action Memorandum should provide background information and should recommend action. When preparing Action Memoranda, be brief and concise; state pertinent facts and/or assumptions; discuss courses of action in terms of specific pros and cons; **include concerns and sensitivities** as expressed by the public, interested private entities, and other Government agencies, as well as those internal to the Department of Energy. **Please note if the recommended action alters established Department policy.**

Focus on what the Department is doing and why. The "why" is the rationale that explains the public benefit of Department actions.

State clearly why the Secretary is involved. A one or two page action memorandum is all that is usually required. However, if a lengthy discussion of these issues is required, a more extensive background paper can be attached.

The need for including "why" you are recommending the Secretary do something cannot be over emphasized.

- Avoid the use of acronyms not commonly used by the public.
- Produce memoranda on Department of Energy letterhead.

It is essential that the need for a communications plan be evaluated. Work closely with Public and Congressional Affairs when making this evaluation.

Ensure that packages are properly coordinated. More information on coordination is found in *section III, F*, and *section IV, H*.

Secretarial Officers reporting to the Deputy or Under Secretary should use a THROUGH: addressee line naming the Deputy or Under Secretary.

If there are several possible options, number and describe them. Listing the pros and cons is one way of describing options. Then recommend one of the options and justify your recommendations. Provide an APPROVE or DISAPPROVE block for the Secretary to indicate the option chosen. For example:

- OPTIONS:
1. The Secretary sign the certificates for the participants.
  2. The Secretary authorize the Assistant Secretary to sign the certificates for the participants.
  3. The Secretary authorize his signature to be printed onto the certificates.

RECOMMENDATION: The Secretary select option 1 because...

Approve: Option 1\_\_\_\_\_ Option 2\_\_\_\_\_ Option 3\_\_\_\_\_

Disapprove:\_\_\_\_\_

Date:\_\_\_\_\_



OR

RECOMMENDATIONS: The Secretary periodically hold closed door meetings ith various program offices in the auditorium.

Approved: \_\_\_\_\_ Disapproved: \_\_\_\_\_

The Secretary periodically hold open meetings in the cafeteria for all employees to attend.

Approved: \_\_\_\_\_ Disapproved: \_\_\_\_\_

Action Memoranda should be submitted to the Executive Secretariat with all relevant concurrences and one additional copy of the complete package.

	ES- _____
(date)	
MEMORANDUM FOR THE SECRETARY	
FROM:	NAME, TITLE AND SIGNATURE OF PROGRAM OFFICIAL
SUBJECT:	ACTION or INFORMATION: Response to ----- (or letter to ----- if no incoming)
ISSUE:	<p>Concisely define the issue. Do not restate the incoming letter or response. Include relevant background information. Does this action establish new policy?</p> <ul style="list-style-type: none"> <li>! What are the key messages?</li> <li>! Identify major stakeholders</li> <li>! Explain pros and cons. Present alternatives where appropriate.</li> <li>! When presenting problems, include solutions.</li> <li>! State hidden issues</li> <li>! Identify issues that were deliberately not addressed and explain why</li> <li>! Highlight any particular sensitivities, if appropriate. For example, congressional interest, media interest, fines, etc. <u>Be specific.</u></li> <li>! Is a communications plan needed?</li> <li>! Obtain necessary concurrences before submission and indicate below.</li> <li>! Use bullets when possible.</li> <li>! This memo should not exceed two pages. If additional information is required, include a background paper.</li> </ul>
SENSITIVITIES:	Include concerns and sensitivities expressed by the public, stakeholders and other government institutions. Include sensitivities expressed within the Department, including reasons for nonconcurrences.
POLICY IMPACT:	State whether or not this action will impact current Department policy. If it does impact policy, please explain.
RECOMMENDATION:	The Secretary sign the attached letter to -----.
Concurrence:	Gen.

### 1: Memoranda to the Secretary

Action Memoranda should be submitted to the Executive Secretariat electronically , with all relevant concurrences.

## **B. INFORMATION MEMORANDUM**

The INFORMATION MEMORANDUM is used to provide important information. The information should be clear, concise, and complete. Clearly state why the Secretary needs this information. Include any sensitivities. Use bullets.

The original and five copies should be provided for the Secretary (utilize two-sided copying when possible). The copy requirements for the Deputy Secretary and the Under Secretary are the original plus one copy.

## **C. BRIEFING PAPERS**

Briefing papers should be prepared to support all Secretarial meetings. The format for briefing papers for internal and external meetings is shown in *figure 3*. Cognizant Secretarial Officers are responsible for the preparation of briefing materials for internal and external meetings. Public Affairs will coordinate public remarks and speeches required for significant public events.

Key points to remember when preparing briefing papers are:

- ! Information should be scriptive.
- ! Keep paper as brief as possible. Supporting attachments can be included when necessary.
- ! Do not use acronyms.

The original and five copies (double-sided) should be submitted to Scheduling and Logistics two days before the event. The briefing paper should be prepared on DOE letterhead and an agenda (Figure 3) should be included if the briefing is over an hour long.



**DEPARTMENT OF ENERGY**  
Washington, DC 20585

DATE:

REPLY TO: (Name of Project Officer  
Telephone Number)

SUBJECT: (Name of Event)

TO: The Secretary

FROM: Name of Assistant Secretary, Program Director

(Tab 3 times)

**DATE:** Briefing/Meeting/Event date

**TIME:** Beginning and Ending time

**DURATION:** Hours, minutes

**LOCATION:** Address, Building location, room number

**DOE STAFF:** Names of staff attending

**PRESS:** If applicable

**ORGANIZATION/EVENT DESCRIPTION:** Briefly describe the organization the Secretary will be meeting with and addressing, why the event/meeting is occurring, and the purpose of the meeting/event.

**SPEAKING SET-UP:** *If applicable for events*, give name and title of the person who will introduce the Secretary, those seated at his head table, etc.

**SECRETARY AND PRIOR DOE INVOLVEMENT:** Mention if the Secretary has met or spoken previously to this group. Briefly describe prior DOE involvement, and other DOE representatives who have addressed the group or related DOE activities that the Secretary should be advised of before entering the meeting/event.

**PARTICIPANTS IN THE MEETING/EVENT:** Briefly state the persons the Secretary should know are in attendance, or part of the group with whom the Secretary is meeting. Describe the audience and their interests. Include brief biographies on the most important attendees and an attendee list with titles and organizations.

**ISSUES OF CONCERN:** (If necessary, may include background but limit to 1-2 paragraphs). As briefly as possible and in no more than 1 - 2 paragraphs per issue, state the issue of concern to be raised in the meeting/event, and, if possible, DOE's position/response.

**SENSITIVITIES:** As briefly as possible, give the issues/concerns/controversies pertaining to the outside attendees, to the meeting/event with the Secretary and, specifically, to the issues of concern to be raised in the meeting/event.

Figure 2: Briefing paper for the Secretary



DEPARTMENT OF ENERGY  
Washington, DC 20585

**AGENDA (FOR BRIEFINGS)**

Title of Meeting

Date, Time, Location

I.	Subject	Presenter	Time
II. <i>(example)</i>	Utility Deregulation	Kyle Simpson	9:30 am - 9:45 am

Figure 3: Briefing Agenda for the Secretary

## D. INTERNAL SCHEDULING REQUESTS

Scheduling requests for the Secretary should be prepared as Action Memoranda addressed to the Secretary. The Executive Secretariat will transmit the requests to Scheduling and Logistics. The Action Memorandum should include the following information.

- |                  |   |
|------------------|---|
| ! <b>WHAT</b>    | What is the nature of the event? Is it a small meeting, large meeting? Will formal remarks be required?   |
| ! <b>WHO</b>     | Who will be participating? For a small meeting, list participants and their affiliations. If it is a large meeting, estimate the number participating and affiliations. State if the Secretary has met with the participants in the past. |
| ! <b>WHY</b>     | What are the expected outcomes of the meeting? What benefit will be derived from the meeting?   |
| ! <b>WHERE</b>   | Where will the event be held? Are there optional locations?   |
| ! <b>WHEN</b>    | Is there a specific date and time for the meeting? When possible, propose date and time ranges. Explain any factors that impact the date and time of the meeting.   |
| ! <b>CONTACT</b> | Include the complete name and telephone number of someone who will be able to answer additional questions.  |

## E. LETTERHEAD MEMORANDUM

Secretary of Energy letterhead should be used when preparing a memorandum for the Secretary's signature. Left and right margins should be 1½ inches but can be 1 inch if it allows the memorandum to be one page. Text should be centered between the top and bottom of the page.

The **MEMORANDUM FOR, FROM:** and **SUBJECT:** lines should all be in caps and the information should be lined up under the first letter in the name of the recipient.

An example on Secretary of Energy letterhead and Department of Energy letterhead can be found in *Figure 4* and *Figure 5*, respectively.

The Secretary of Energy  
Washington, DC 20585

Date

MEMORANDUM FOR JOHN DOE  
ASSISTANT SECRETARY FOR  
PROGRAM OFFICE

FROM: BILL RICHARDSON

SUBJECT: Upper and lower case

Begin text of memorandum on third line down from the last line of the subject. Do NOT type a signature block at the end of the memorandum. Center the text on the page. Margins should be 1½ inches, however, margins can be as small as one inch if this enables the memorandum to remain one page.

\*1 ½ inch  
margins

Write clearly and concisely. Use the active voice.

Figure 4: Memoranda from the Secretary

Follow this format for memoranda for the Secretary's signature.

**Department of Energy**  
Washington, DC 20585

Date

MEMORANDUM FOR JOHN DOE  
ASSISTANT SECRETARY FOR  
PROGRAM OFFICE

FROM: NAME OF ORIGINATOR  
AND TITLE ALL IN CAPS

SUBJECT: Upper and lower case

This is the model for formatting internal memoranda signed by Secretarial Officers and others.

Begin text of memorandum on third line down from the last line of the subject. Do NOT type a signature block at the end of the memorandum. Center the text on the page. Margins should be 1½ inches, however, margins can be as small as one inch if this enables the memorandum to remain one page.

1 ½ inches

1 ½ inches

Figure 5: Internal Memoranda

This format can be used for internal memoranda.

## F. CONCURRENCES

The ACTION, INFORMATION MEMORANDA, memoranda addressed to Department Principals, and outgoing correspondence may require concurrences. It is the responsibility of the originating office to determine what concurrences are necessary and to secure them. There are some obvious mandatory concurrences which include:

<u>ITEM</u>	<u>CONCURRING OFFICE</u>
All congressional correspondence and initiatives	Congressional Affairs
Native Americans	Congressional Affairs
State Officials	Congressional Affairs
Personnel	Human Resources
Appropriators	Chief Financial Officer
Financial implications	Chief Financial Officer
International or Policy Implications	Policy
Legal issues	General Counsel
Rulemakings	General Council

Concurring offices must concur promptly. Essential comments should concentrate on important issues and facts. Stylistic comments should be limited and if included should be clearly designated as non-essential. In most cases, concurrences on correspondence must occur within 48 hours. Offices should be afforded adequate time to review reports and lengthy or complex documents.

When transmitting a document for concurrence, it is essential to include the **name** and **telephone number** of the originator. This will facilitate securing further information and clarifications.

On occasion, offices may be unable to resolve disagreements. In these cases, the differing viewpoints should be fully explained in the issues memorandum or attachments.

Concurrences must be provided to the Executive Secretariat. All notes from concurring offices should also be provided.



## IV. EXTERNAL CORRESPONDENCE

The Department's ability to provide timely and articulate responses to the concerns of our stakeholders is essential to building effective trust-based relationships.

The Executive Secretariat controls all incoming mail addressed to the Secretary, Deputy Secretary, or Under Secretary as well as congressional and White House mail addressed to the Department. The Executive Secretariat enters information about each piece of correspondence in an automated tracking system, assigns action to the appropriate office and provides information copies to other interested offices. The DOCUMENT CONTROL TICKET is explained further in Section II, page II-4 .

Signature levels and due dates are based on guidance developed to meet Office of the Secretary requirements. Detailed guidance appears in Section II, page II-3 .

### A. ISSUES MEMORANDUM

An Issues Memorandum is a transmittal memorandum which provides important information about correspondence recommended for signature. A sample appears as *Figure 6*.

When preparing an issues memorandum for correspondence an approve/disapprove block is not necessary if there is only one letter for the Secretary to sign. In this case the recommendation should say:

**RECOMMENDATION:** The Secretary sign the attached letter to \_\_\_\_\_.

However, if there are two or more letters to sign an approve/disapprove block should be included with a recommendation that says:

**RECOMMENDATION:** The Secretary authorize signature on the attached letters.

Approve: \_\_\_\_\_

Disapprove: \_\_\_\_\_

Date: \_\_\_\_\_

<b>Department of Energy</b> Washington, DC 20585		ES- _____
(date)		
<b>MEMORANDUM FOR THE SECRETARY</b>		
FROM:	NAME, TITLE AND SIGNATURE OF PROGRAM OFFICIAL	
SUBJECT:	ACTION or INFORMATION: Response to ----- (or letter to ----- if no incoming)	
ISSUE:	Concisely define the issue. Do not restate the incoming letter or response. Include relevant background information. Does this action establish new policy?	
	!      What are the key messages?	
	!      Identify major stakeholders	
	!      Explain pros and cons. Present alternatives where appropriate.	
	!      When presenting problems, include solutions.	
	!      State hidden issues	
	!      Identify issues that were deliberately not addressed and explain why	
	!      Highlight any particular sensitivities, if appropriate. For example, congressional interest, media interest, fines, etc. <u>Be specific.</u>	
	!      Is a communications plan needed?	
	!      Obtain necessary concurrences before submission and indicate below.	
	!      Use bullets when possible.	
	!      This memo should not exceed two pages. If additional information is required, include a background paper.	
SENSITIVITIES:	Include concerns and sensitivities expressed by the public, stakeholders and other government institutions. Include sensitivities expressed within the Department, including reasons for nonconcurrences.	
POLICY IMPACT:	State whether or not this action will impact current Department policy. If it does impact policy, please explain.	
RECOMMENDATION:	The Secretary sign the attached letter to -----,	
Concurrence:	Gen. Counsel/Nordhaus mm/dd/yy	Congressional/Taylor mm/dd/yy
Nonconcurrences:		

Figure 6: Memoranda

In the *Memorandum* please don't restate the incoming and outgoing letters. Focus on additional information, include sensitivities and policy implications.

## **B. WRITING A LETTER**

Letters should be timely, responsive, and well written. They should send a clear message about what the Department does and why. Clearly identify the public benefit of our activities.

*Section I, Writing Well*, provides effective writing guidance. Use these tools to sharpen all written material.

In addition, please observe the following guidelines:

### **BE ON TIME**

Abide by Executive Secretariat-assigned due dates. Plan time to obtain concurrences and make revisions.

### **BE RESPONSIVE**

Make sure the letter responds to all issues. If the Department cannot provide the information requested, the response should say so clearly and offer a specific date when the information will be provided.

### **USE SPECIFIC DATES**

When promising further information, provide a specific date by which the information will be forwarded.

### **INCLUDE CONTACT NAME AND TELEPHONE NUMBER**

All letters should include the name and telephone number of someone to provide further information. For the Secretary's correspondence use the following language:

*If you have any further questions, please contact me or have your staff contact (Name, Title and telephone number).*

When a letter from the Secretary is to a congressional committee chairman, member of the Cabinet or another VIP, the Secretary wants to have follow-up questions referred to him. If the addressee is not a major stakeholder, refer follow-up questions to the program office.

### **BE CONCISE**

It is not necessary to reiterate the details of the incoming letter in the correspondence. Do not restate what people already know.

! Avoid using phrases like: *As you know, You may be aware, Let me point out*, etc.

- ! Avoid excessive use of "I" or "my Department". Think "We" and "the Department".
- ! Do not use more words than you need.

### **USE THE CORRECT TONE**

All letters require courtesy. Some letters require a formal tone, while others require a more personal, warm tone. Consider the subject and the recipient to develop the correct tone.

When writing a letter for the Secretary's signature, use the tone the Secretary would speak in--personal, human, direct; and nonbureaucratic.

### **USE SPELL-CHECK AND GRAMMATIK**

Use the spell-check feature on the computer, but proofread letters carefully. Spell-check will not identify wrong words if they are spelled correctly. Among other things, Grammatik helps us utilize the active voice in letter writing.

### **WHAT TO SEND TO THE EXECUTIVE SECRETARIAT**

Include the original and one copy of the package. Concurrences must be provided to the Executive Secretariat, including all notes from the concurring offices. Include a diskette with the document files. Should minor corrections or changes be necessary, it will reduce the processing time and paperwork if we can make the editorial and minor grammatical changes in the Executive Secretariat.

**Secretary of Energy**  
Washington, DC 20585

Mr. John Smith  
President  
ABC Corporation  
1000 Any Street  
Syracuse, NY 13214

Dear Mr. Smith:

Letters should begin by referencing the incoming correspondence, if appropriate, followed by the main idea of the letter. The main idea should articulate the value of or rationale for the Department activity discussed. Explain why the Department does this. What is the benefit to the public?

Use bullets in letters to provide information more effectively. Other points to keep in mind are:

- ! Be timely.
- ! Be responsive.
- ! Avoid the use of "I" and "my." Think "we" and "our."
- ! When promising further information, establish a specific delivery date in the letter and meet that date.
- ! Letters should be two or more paragraphs and single spaced.
- ! Center letters on the page.

When appropriate, follow the guidance for closing paragraphs on page IV-3.

Yours (Dependent on signee),

Bill Richardson

Enclosure

cc: Ms. Jane Jones  
President  
Titan Corporation

Figure 7: Example of letter prepared for the Secretary's signature

**C. INTERIM REPLY**

If a fully responsive letter cannot be prepared and signed by the due date, prepare an interim or partial reply. The same person that signs the final response should sign the interim reply. Include a specific date by which the final response will be sent.

**D. MEMORANDA TO THE WHITE HOUSE AND OTHER AGENCIES**

This format has been designed by the White House. The Secretary usually uses memorandum format to communicate with the President. Examples of the style of memorandum for the President follow:

**The Secretary of Energy**  
Washington, DC 20585

center date

MEMORANDUM FOR THE PRESIDENT

FROM: BILL RICHARDSON

SUBJECT:

- I. ACTION-FORCING EVENT: The nature of the event requiring or suggesting action and the degree of flexibility associated with it.
- II. BACKGROUND/ANALYSIS: outline history, current status, possible options and impacts -- financial, constituent or other public policy considerations.
- III. RECOMMENDATION: Indicate single recommendation or list options.
- IV. DECISION:

\_\_\_\_\_ Approve    \_\_\_\_\_ Approve as amended    \_\_\_\_\_ Reject    \_\_\_\_\_ No action

NOTE: Where necessary, tabs may be attached to Decision Memoranda. However, as in the case of other written materials directed to the President, brevity is important. Seldom should a Decision Memorandum be longer than one or two pages, and tabs, whenever possible, should be limited to five or fewer.

Figure 8.1: Decision Memo format for the President

**The Secretary of Energy**  
Washington, DC 20585

center date

INFORMATION

MEMORANDUM FOR THE PRESIDENT

FROM: BILL RICHARDSON

SUBJECT:

I. SUMMARY  
Three (3) sentences or less

II. DISCUSSION  
Please be concise

---

NOTE: Information Memoranda should not raise issues for decisions.

Figure 8.2: Information Memo format for the President



## **E. TRANSMITTING REPORTS TO THE PRESIDENT OR CONGRESS**

When transmitting reports to the President or Congress, cite the legal requirement the report satisfies if applicable. The value of the activity or rationale should be clearly stated early in the transmittal letter. In addition, the letter should highlight the key points of the report (positive and negative). Bullet format is recommended.

For reports that will not meet their statutory due date, delay letters must be prepared. Delay letters must include a new due date and should be signed by the Secretary before the established due date. Congressional Affairs must concur in delay letters.

For reports that will not meet administratively determined due dates, an explanatory memorandum establishing a new due date should be submitted to the Secretary.

## **F. WHITE HOUSE CORRESPONDENCE**

The White House frequently refers correspondence to the Department for direct reply or for preparation of a draft response for the signature of the President or other White House officials. It is essential that the due dates be met.

An Issues Memoranda is prepared for draft letters prepared for White House signature. The draft letters should be double spaced and **DRAFT** indicated at the top.

The Executive Secretariat will dispatch all responses to White House correspondence.

### Presidential Messages

Secretarial Officers may request Presidential messages or special letters for events, conferences, or recognition of special achievements. Requests are sent through the Executive Secretariat to the White House. A memorandum detailing the event or occasion should be prepared using the format in *Figure 8.1*, but should be addressed to the Director, Presidential Messages and be prepared for the signature of the Director, Executive Secretariat. Enclose a draft letter or message. All information must be received by the Executive Secretariat at least three weeks before the event.

## **G. MULTIPLE LETTER MAILINGS**

The Executive Secretariat recommends that staff work closely with their Executive Secretariat Team Leaders when preparing a large number of identical letters.

Provide the Executive Secretariat with one complete, fully coordinated letter (including enclosures when appropriate) and an addressee list.

The recommendation block on the Issues Memorandum should request the Secretary's approval of the proposed letter and the use of the facsimile signature machine on the letters. Following the Secretary's approval, the letters will be produced and signed. This procedure will save time and paper.

## **H. CONCURRENCES**

The concurrence guidelines expressed in Section III-F also apply to correspondence. The Executive Secretariat guidance supplied on the DOCUMENT CONTROL TICKET is just that--guidance. Departmental Elements must determine which concurrences are required.

Obtain concurrences simultaneously, rather than serially in order to meet due dates. Do not use yellow grid paper for concurrences; it is not recyclable.

## V. ELECTRONIC COMMUNICATION

Electronic communication is used extensively in the Department and its use increases each week. Electronic bulletin boards, Department of Energy Home Page, and electronic correspondence are commonly used.

### Some Electronic Communications Guidelines

**!      *Subject line should be meaningful.***

Let the recipient know if the message requires action or is information only. We recommend starting the subject line with: *ACTION:* or *INFO:*. The subject line should get your message across briefly. For example:

INFO: New Communication Training Available  
ACTION: Please Concur on Budget by 1/20

**!      *Keep your message brief.***

Try to keep your message to one screen. If the message must be more than one screen, make sure the most important information (including action required and due dates) are included at the beginning of your message.

**!      *Take the time to edit your message.***

Make sure your message is sharp and to the point. Always review content, as well as grammar before you transmit. The speed of delivery for electronic mail messages is a strength and a weakness. Remember when you push the *send* button the message is gone and cannot be called back.

**!      *Make sure the message is addressed to the right audience.***

Because it is so easy to use electronic mail mailing lists, there is a tendency to over distribute information. While sharing information is good, over use can result in important messages being lost among the junk mail. Carefully consider who needs the information you are sending. Be particularly careful when responding to messages. Does everyone on the mailing list need to receive your response? Should you respond to the sender only?

## VI. MODELS OF ADDRESS

### A. INTERNAL ADDRESSES

#### 1. General Designations

- a Headquarters Elements are first-tier organizations at Headquarters. First-tier organizations are identified in subsection 2 on page VI-2.
- b Secretarial Officers may be used when addressing correspondence to persons responsible for Headquarters organizations.
- c Field Elements are Departmental components located outside the Metropolitan Washington area. Heads of Field Elements may be used when addressing correspondence to persons responsible for those organizations listed on pages VI-2 through VI-8
- d All Departmental Elements may be used when addressing correspondence to first-level organizations at Headquarters and the Field.

#### 2. Headquarters Address Format

Never use two-letter routing symbols in correspondence or memoranda. The two letters followed by a number are mail routing symbols, not legitimate organizational indicators.

##### SINGLE ADDRESSEES

The Secretary  
Deputy Secretary  
Under Secretary

##### MULTIPLE ADDRESSEES

None

---

General Counsel  
Assistant Secretary for Policy and International Affairs  
Assistant Secretary for Congressional, Public and  
Intergovernmental Affairs  
Assistant Secretary for Energy Efficiency  
and Renewable Energy  
Assistant Secretary for Defense Programs  
Assistant Secretary for Environment,  
Safety and Health  
Assistant Secretary for Fossil Energy

Assistant Secretary for Environmental Management Inspector General Administrator, Energy Information Administration Director, Office of Science Director, Office of Civilian Radioactive Waste Management Chief Financial Officer Director, Office of Management and Administration Associate Deputy Secretary for Field Management Director, Office of Nonproliferation and National Security Director, Office of Hearings and Appeals Director, Office of Nuclear Energy Director, Office of Economic Impact and Diversity Power Marketing Administrations Liaison Office Executive Director, Office of the Secretary of Energy Advisory Board Director, Office of Worker and Community Transition Director, Office of Nuclear Fissile Materials Disposition Director, Office of Intelligence Director, Office of Counterintelligence Director, Office of Public Affairs	Secretarial Officers
---	----------------------

### 3. Operations Office Address Format

When addressing correspondence to the Manager of a DOE Operations Office, the appropriate format is:

Manager's Name  
Manager  
(Location) Operations Office  
Department of Energy  
Post Office Box or Street Address  
City, State ZIP Code

◆ *For internal correspondence, it is not necessary to include the fourth line (Department of Energy).*

SINGLE ADDRESSES

Albuquerque Operations Office  
U.S. Department of Energy  
P.O. Box 5400  
Albuquerque, NM 87185-5400

Chicago Operations Office  
U.S. Department of Energy  
9800 South Cass Avenue  
Argonne, IL 60439

Idaho Operations Office  
U.S. Department of Energy  
785 Doe Place  
Idaho Falls, ID 83402

Nevada Operations Office  
U.S. Department of Energy  
P.O. Box 98518  
Las Vegas, NV 89193-8518

Oak Ridge Operations Office  
U.S. Department of Energy  
P.O. Box 2001  
Oak Ridge, TN 37831

Oakland Operations Office  
U.S. Department of Energy  
1301 Clay  
Oakland, CA 94612

Richland Operations Office  
U.S. Department of Energy  
P.O. Box 550  
Richland, WA 99352

Savannah River Operations Office  
U.S. Department of Energy  
P.O. Box  
Aiken, SC 29808

MULTIPLE ADDRESSES

DOE Operations Offices

POWER MARKETING ADMINISTRATIONS

Alaska Power Administration  
U.S. Department of Energy  
P.O. Box 020050  
Juneau, AK 99802-0050

Bonneville Power Administration  
U.S. Department of Energy  
P.O. Box 3621  
Portland, OR 97208

Power Marketing  
Administrations

Southeastern Power Administration  
U.S. Department of Energy  
Samuel Elbert Building  
Elberton, GA 30635

Southwestern Power Administration  
U.S. Department of Energy  
P.O. Box 1619  
Tulsa, OK 74101

Western Area Power Administration  
U.S. Department of Energy  
P.O. Box 3402  
Golden, CO 80401

FIELD OFFICE SINGLE ADDRESS

Bartlesville Project Office  
U.S. Department of Energy  
P.O. Box 220 N. Virginia Avenue  
Bartlesville, OK 74003

MULTIPLE ADDRESSES

Environmental Measurements Laboratory  
U.S. Department of Energy  
376 Hudson Street  
New York, NY 10014-3621

Fernald Field Office  
U.S. Department of Energy  
7400 Willey Road  
Fernald, OH 45030

None

Golden Field Office  
1617 Cole Blvd  
Golden, CO 80401

Metairie Site Office  
U.S. Department of Energy  
900 Commerce Road, East  
New Orleans, LA 70123

Naval Petroleum and Oil Shale Reserves  
in Colorado, Utah and Wyoming  
U.S. Department of Energy  
800 Werner Court, Suite 342  
Caspar, WY 82601

Naval Petroleum Reserves in California  
U.S. Department of Energy  
P.O. Box 11  
Tupman, CA 93276

New Brunswick Laboratory  
U.S. Department of Energy  
9800 South Cass Avenue  
Argonne, IL 60439

Office of Scientific and Technical Information  
U.S. Department of Energy  
P.O. Box 62  
Oak Ridge, TN 37831

None

Ohio Field Office  
U.S. Department of Energy  
Miambsburg, Ohio 45343-3020

Pittsburgh Naval Reactors Office  
U.S. Department of Energy  
P.O. Box 109  
West Mifflin, PA 15122-0109

Rocky Flats Office  
U.S. Department of Energy  
P.O. Box 928  
Golden, CO 80401

Schenectady Naval Reactors Office  
U.S. Department of Energy  
P.O. Box 1069  
Schenectady, NY 12301

#### MULTI-PROGRAM LABORATORIES

By definition, a multiprogram laboratory is a major departmental laboratory that conducts significant tasks for several Headquarters Elements.

Argonne National Laboratories  
9700 South Cass Avenue  
Argonne, IL 60439



Brookhaven National Laboratory  
Upton, NY 11973

Idaho National Engineering Laboratory  
785 DOE Place  
Idaho Falls, ID 83402

Lawrence Berkeley Laboratory  
One Cyclotron Road  
Berkeley, CA 94720

Lawrence Livermore National Laboratory  
7000 East Avenue  
P.O. Box 808  
Livermore, CA 94550

Los Alamos National Laboratory  
P.O. Box 1663  
Los Alamos, NM 87545

Oak Ridge National Laboratory  
P.O. Box 2008  
Oak Ridge, TN 37831

Pacific Northwest Laboratory  
P.O. Box 999  
Richland, WA 99352

Sandia National Laboratories  
P.O. Box 5800  
Albuquerque, NM 87185

Sandia National Laboratories, Livermore  
P.O. Box 969  
Livermore, CA 94551

Sandia National Laboratories, Tonopah  
Tonopah Test Range  
P.O. Box 871  
Tonopah, NV 89049

#### PROGRAM-DEDICATED LABORATORIES

Program-dedicated laboratories are major departmental laboratories that conduct significant tasks for a single departmental Headquarters Element.

Ames Laboratory  
109 Office and Laboratory Building  
Iowa State University  
Ames, IA 50011

Bettis Atomic Power Laboratory  
P.O. Box 79  
West Mifflin, PA 15122

Continuous Electron Beam  
Accelerator Facility  
12000 Jefferson Avenue  
Newport News, VA 23606

Fermi National Accelerator Laboratory  
P.O. Box 500  
Batavia, IL 60510

Inhalation Toxicology Research Institute  
P.O. Box 5890  
Albuquerque, NM 87185

Knolls Atomic Power Laboratory  
P.O. Box 1072  
Schenectady, NY 12301

Laboratory of Biomedical and Environmental Sciences  
900 Veteran Avenue  
Los Angeles, CA 90024

Laboratory of Radiobiology and Environmental Health  
University of California, San Francisco  
LR102, 3rd & Parnassus Avenues  
San Francisco, CA 94143

National Renewable Energy Laboratory  
1617 Cole Boulevard  
Golden, CO 80401

Princeton Plasma Physics Laboratory  
P.O. Box 451  
Princeton, NJ 08543

Savannah River Ecology Laboratory  
Drawer E  
Aiken, SC 29802

Stanford Linear Accelerator Center  
2575 Sand Hill Road  
Menlo Park, CA 94025

Stanford Synchrotron Radiation Laboratory  
P.O. Box 4349, MS 69  
Stanford, CA 94309

Superconducting Super Collider Laboratory  
2550 Beckleymeade Avenue  
Dallas, TX 75237

#### GOVERNMENT-OPERATED LABORATORIES

Environmental Measurements Laboratory  
376 Hudson Street  
New York, NY 10014

Morgantown Energy Technology Center  
P.O. Box 880  
Morgantown, WV 26507

New Brunswick Laboratory  
9800 South Cass Avenue  
Argonne, IL 60439

Pittsburgh Energy Technology Center  
P.O. Box 10940  
Pittsburgh, PA 15236

#### **4. SHORT-HAND ORGANIZATION TITLES**

Short-hand organizational titles can be used in correspondence and memoranda when the context is appropriate to ensure clarity.

##### **First Tier Organization Titles**

Office of the Secretary  
Office of the Deputy Secretary  
Office of the Under Secretary  
Scheduling and Logistics  
Chief Financial Officer  
Office of Civilian Radioactive Waste  
Assistant Secretary for Congressional &  
Intergovernmental Affairs  
Assistant Secretary for Defense Programs  
Office of Economic Impact and Diversity  
Energy Information Administration  
Assistant Secretary for Energy Efficiency and Renewable Energy  
Office of Science  
Assistant Secretary for Environment, Safety and Health  
Assistant Secretary for Environmental Management  
Office of Associate Deputy Secretary for Field Management  
Assistant Secretary for Fossil Energy

##### **Short-Hand Organization Titles**

Office of the Secretary  
Office of the Deputy Secretary  
Office of the Under Secretary  
Scheduling and Logistics  
Chief Financial Officer  
Civilian Radioactive Waste  
Congressional  
  
Defense Programs  
Economic Impact  
Energy Information  
Energy Efficiency & Renewables  
Science  
Environment, Safety and Health  
Environmental Management  
Field Management  
Fossil Energy

### First Tier Organization Titles

Office of the General Counsel  
 Office of Hearings and Appeals  
 Office of Management and Administration  
 Office of Inspector General  
 Office of Nonproliferation and National Security  
 Office of Nuclear Energy  
 Assistant Secretary for Policy and International Affairs  
 Office of Worker and Community Transition  
 Office Nuclear Fissile Materials Disposition  
 Office of Intelligence  
 Office of Counterintelligence  
 Office of Public Affairs

### Short-Hand Organization Titles

General Counsel  
 Hearings and Appeals  
 Administration  
 Inspector General  
 National Security  
 Nuclear Energy  
 Policy  
 Worker Transition  
 Materials Disposition  
 Intelligence  
 Counterintelligence  
 Public Affairs

## B. EXTERNAL ADDRESSES

### KEY OFFICIALS FORMS OF ADDRESS

The following are guidelines for addressing key officials. These are personal preferences verified with each office. If you have any questions about these titles and addresses or any others, please call the Executive Secretariat at 586-5230.

#### The President

Address block:       The President  
                               The White House  
                               Washington, D.C. 20500

Salutation &       Dear Mr. President:  
 Closing:           Respectfully,

Memorandum: MEMORANDUM FOR THE PRESIDENT

*(Most information directed to the President from the Secretary should be in letterhead memorandum format.)*

#### The Vice President

Address Block:       The Vice President  
                               The White House  
                               Washington, D.C. 20500

Salutation &       Dear Mr. Vice President:  
 Closing:           (Dependent on signee)



**Office of Management & Budget Director**

Address Block: The Honorable Franklin Raines  
Director  
Office of Management and Budget  
Old Executive Office Building  
Washington, D.C. 20503

Salutation & Closing: Dear Mr Raines:  
(Dependent on signee)

Memorandum: MEMORANDUM FOR THE HONORABLE FRANKLIN RAINES  
DIRECTOR, OFFICE OF MANAGEMENT  
AND BUDGET

**Assistant to the President for Science and Technology**

Address Block: The Honorable John H. Gibbons  
Assistant to the President  
for Science and Technology  
The Old Executive Office Building  
Room 360  
Washington, D.C. 20506

Salutation & Closing: Dear Dr. Gibbons:  
(Dependent on signee)

Memorandum: MEMORANDUM FOR THE HONORABLE JOHN H. GIBBONS  
ASSISTANT TO THE PRESIDENT  
FOR SCIENCE AND TECHNOLOGY

**MEMBERS OF THE CABINET****Attorney General**

Address Block: The Honorable Janet Reno  
Attorney General  
Department of Justice  
Washington, D.C. 20530

Salutation & Closing: Dear Madam Attorney General:  
(Dependent on signee)

**Secretary of Agriculture**

Address Block: The Honorable Dan Glickman  
Secretary of Agriculture  
Washington, D.C. 20250

Salutation & Closing: Dear Secretary Glickman:  
(Dependent on signee)

**Secretary of Commerce**

Address Block: The Honorable William Daley  
Secretary of Commerce  
Washington, D.C. 20230

Salutation & Dear Mr. Secretary:  
Closing: (Dependent on signee)

**Secretary of Defense**

Address Block: The Honorable William S. Cohen  
Secretary of Defense  
Washington, D.C. 20301

Salutation & Dear Secretary Cohen:  
Closing: (Dependent on signee)

**Secretary of Education**

Address Block: The Honorable Richard W. Riley  
Secretary of Education  
Washington, D.C. 20202

Salutation & Dear Mr. Secretary:  
Closing: (Dependent on signee)

**Secretary of Health and Human Services**

Address Block: The Honorable Donna Shalala  
Secretary of Health and Human Services  
Washington, D.C. 20201

Salutation & Dear Secretary Shalala:  
Closing: (Dependent on signee)

**Secretary of Housing and Urban Development**

Address Block: The Honorable Andrew Cuomo  
Secretary of Housing  
and Urban Development  
Washington, D.C. 20410

Salutation & Dear Secretary Cuomo:  
Closing: (Dependent on signee)

**Secretary of the Interior**

Address Block: The Honorable Bruce Babbitt  
Secretary of the Interior  
Washington, D.C. 20240

Salutation & Dear Mr. Secretary:  
Closing: (Dependent on signee)

**Secretary of Labor**

Address Block: The Honorable -----  
Secretary of Labor  
Washington, D.C. 20210

Salutation & Dear Secretary -----:  
Closing: (Dependent on signee)

**Secretary of State**

Address Block: The Honorable Madeline Albright  
Secretary of State  
Washington, D.C. 20520

Salutation & Dear Madam Secretary:  
Closing: (Dependent on signee)

**Secretary of Transportation**

Address Block: The Honorable Rodney Slater  
Secretary of Transportation  
Washington, D.C. 20590

Salutation & Dear Mr. Secretary:  
Closing: (Dependent on signee)

**Secretary of the Treasury**

Address Block: The Honorable Robert Rubin  
Secretary of the Treasury  
Washington, D.C. 20220

Salutation & Dear Mr. Secretary:  
Closing: (Dependent on signee)



**Secretary of Veterans Affairs**

Address Block: The Honorable Jesse Brown  
Secretary of Veterans Affairs  
Washington, D.C. 20420

Salutation & Dear Mr. Secretary:  
Closing: (Dependent on signee)

**OTHERS****Administrator of the Environmental Protection Agency**

Address Block: The Honorable Carol M. Browner  
Administrator  
Environmental Protection Agency  
Washington, D.C. 20460

Salutation & Dear Ms. Browner:  
Closing: (Dependent on signee)

**United States Trade Representative**

Address Block: The Honorable Michael Kantor  
U.S. Trade Representative  
Washington, D.C. 20506

Salutation & Dear Mr. Ambassador:  
Closing: (Dependent on signee)

**Chairman of the Federal Energy Regulatory Commission**

Address Block: The Honorable -----  
Chair  
Federal Energy Regulatory Commission  
825 North Capitol Street, N.E.  
Washington, D.C. 20426

Salutation & Dear Mr. Chair:  
Closing: (Dependent on signee)

**Administrator of the National Aeronautics and Space Administration**

Address Block: The Honorable Daniel S. Goldin  
Administrator  
National Aeronautics and Space Administration  
Washington, D.C. 20546

Salutation & Dear Administrator Goldin:  
Closing: (Dependent on signee)

**MEMBERS OF CONGRESS****Member of the Senate**

Address Block:           The Honorable John/Jane Doe  
United States Senate  
Washington, D.C. 20510

Salutation &           Dear Senator Doe:  
Closing:               (Dependent on signee)

**Member of the House of Representatives**

Address Block:           The Honorable John Doe  
U.S. House of Representatives  
Washington, D.C. 20515

Salutation &           Dear Congressman Doe:  
Closing:               (Dependent on signee)

Address Block:           The Honorable Jane Doe  
U.S. House of Representatives  
Washington, D.C. 20515

Salutation &           Dear Congresswoman Doe:  
Closing:               (Dependent on signee)

**Chairman, Committee of Congress (House)**

Address Block:           The Honorable John/Jane Doe  
Chairman  
Committee on Armed Services  
U.S. House of Representatives  
Washington, D.C. 20515

Salutation &           Dear Mr. Chairman:  
Closing:               (Dependent on signee)

Dear Madam Chairman:  
(Dependent on signee)

**Ranking Minority Member, Committee of Congress (House)**

Address Block:           The Honorable John/Jane Doe  
Ranking Minority Member  
Committee on Armed Services  
U.S. House of Representatives  
Washington, D.C. 20515

Salutation &           Dear Congressman/Congresswoman Doe:  
Closing:               (Dependent on signee)

**Chairman, Subcommittee of Congress (Senate)**

Address Block:           The Honorable John/Jane Doe  
Chairman, Subcommittee on Water  
                                  and Power  
Committee on Energy and Natural Resources  
United States Senate  
Washington, D.C. 20510

Salutation &           Dear Mr. Chairman:  
Closing:                (Dependent on signee)  
                                  or  
Dear Madam Chairman:  
                                  (Dependent on signee)

**Ranking Minority Member, Subcommittee of Congress (Senate)**

Address Block:           The Honorable John/Jane Doe  
Ranking Minority Member  
Subcommittee on Water and Power  
Committee on Energy and Natural Resources  
United States Senate  
Washington, D.C. 20510

Salutation &           Dear Senator Doe:  
Closing:                (Dependent on signee)

**GOVERNORS**

Address Block:           The Honorable John/Jane Doe  
Governor of (State name)  
Capital, State zip code

Salutation &           Dear Governor Doe:  
Closing:                (Dependent on signee)

**AMBASSADORS****American Ambassador**

Address Block:           The Honorable John/Jane Doe  
Ambassador of the United States  
                                  of America  
City, Country

Salutation &           Dear Mr. Ambassador:  
Closing:                (Dependent on signee)  
  
Dear Madam Ambassador:  
                                  (Dependent on signee)

**Foreign Ambassador in the United States**

Address Block:           His Excellency John Doe  
                                  Ambassador of full name of country  
                                  Street Address  
                                  City, State ZIP Code

Salutation &           Dear Excellency:  
Closing:                (Dependent on signee)

or

Dear Mr. Ambassador:  
(Dependent on signee)

Dear Madam Ambassador:  
(Dependent on signee)

◆ *Note: There are six countries where the name of the country precedes the title "Ambassador": Brazil, China, Great Britain, Nepal, Malawi, and Sweden; thus, the form of address for ambassadors from these countries would be: His Excellency the Brazilian Ambassador.*

◆ *If the British Ambassador has a personal title, he is addressed:*

*His Excellency  
The Right Honorable Full Name, Title  
British Ambassador*

## VII. FORMAT RULES

### A. LETTERHEAD

The Secretary's correspondence should be on Secretary of Energy letterhead. Brief notes should be on Secretary of Energy club stationery (6 x 8), which can be obtained from the Executive Secretariat. Use Deputy Secretary and Under Secretary letterhead when appropriate. All other correspondence should use Department of Energy letterhead. When asked to prepare correspondence for the Chief of Staff or other members of the Office of the Secretary staff, use Department of Energy (Office of the Secretary) letterhead. This letterhead can also be obtained from the Executive Secretariat.

### B. MARGINS

The preferred left and right margins are 1.5 inches. However, use one-inch margins if it keeps the letter to one page. One-page letters and memoranda should be centered between the top and bottom of the page. In WordPerfect, the format can be set to center the document automatically. For documents more than one page, top and bottom margins should be one inch.

### C. FONT

*Times Roman* is the preferred font for the Secretary's correspondence. *Courier*, *Letter Gothic*, *Helvetica*, and *New Century Schoolbook* are acceptable if *Times Roman* is not available.

### D. LINE SPACING

Letters and memoranda should be more than one paragraph and should be single spaced.

### E. SALUTATION

When the recipient holds a special title it should be included in the salutation. For example:

**Dear Governor Smith:**  
**Dear Madam Chairman:**  
**Dear Mr. Ambassador:**

In most other cases, the salutation should be:

**Dear Mr. Smith:**  
**Dear Ms. Smith:**  
**Dear Mrs. Smith:**  
**Dear Miss Smith:**  
**Dear Dr. Smith:**

Children can be addressed by first name.

## **F. SIGNATURE BLOCKS**

Examples of Signature blocks for the Secretary and the Under Secretary follow:

Yours sincerely, Sincerely, Sincerely,

Bill Richardson ----- Ernest J. Moniz

! NOTE: There are five blank lines between *Yours sincerely*, *Sincerely* and the name.

## **G. ENCLOSURES/ATTACHMENTS**

If other materials are being transmitted with the letter, type Enclosure or Enclosures at the left margin two lines below the signature block. For example:

Yours sincerely,

Bill Richardson

Enclosure

In memoranda, *Attachment* should be used rather than *Enclosure*. All enclosures or attachments should be referenced in the body of the document.

## **H. COURTESY COPIES**

Courtesy copies (cc) are sent to people, not places, buildings or offices and they should be designated at the end of the letter. Two lines below the signature block (or two lines below Enclosure) type:

cc: Ms. Jane Brooks  
President  
National Association of Industry Leaders

Complete addresses should not be included, however, titles and organizational affiliation

should be included.

When providing a courtesy copy of a letter to a congressional committee chairman to the ranking minority member of the same committee, it is not necessary to include the full committee name. For example:

cc:     The Honorable John Smith  
          Ranking Minority Member

Courtesy copies to Department of Energy staff should not be included on external correspondence. If Department Staff require a copy, send it as a blind copy (bcc).

With the increasing use of electronic mail, it is frequently possible to send courtesy copies electronically. List the copy as follows:

E Mail cc: Mr. John Smith

If the enclosure to a letter (or attachment to a memorandum) is not included with the courtesy copy, note it on the original letter as follows:

cc:     Ms. Mary Smith (without enclosure)

## VIII. WEEKLY REPORT TO THE SECRETARY

The Secretary reads the Weekly Report carefully. Use the report to communicate your issues and concerns to the Secretary. To make the reports more effective, this section provides revised guidance on the preparation of Weekly Reports to the Secretary and instructions for electronically submitting your reports.

To make your Weekly Reports to the Secretary more useful the format has been improved and additional guidance has been developed to ensure that important information is captured and shared in a timely manner. The report will be posted on electronic bulletin boards to provide expanded access to the information.

### Weekly Report Content

Your Weekly Report should highlight information the Secretary needs to know, and most information should be future-oriented, rather than listing the past week's activities. Please focus on the Department's mission and actions that lead to accomplishing our goals. Frame the reports around outcomes, measurements, and milestones.

Please keep the following points in mind when preparing the Weekly Report:

- Discuss outcomes, not activities. Discuss why the Department is doing this, what results are most important to its customers, and what success will look like.
- Express achievements and outcomes in clear, simple language that is meaningful to the public.
- Include information on who will be affected.
- Focus on the Department's and your organization's strategic goals and critical outcomes.
- Include measurements and milestones.
- When identifying a problem, identify actions being taken to mitigate it.
- Include significant actions that could lead to favorable or unfavorable reactions by the Congress, the States, the media, or stakeholders.
- Highlight important accomplishments that support the Department's mission. Include information on how the Department is sharing this information with stakeholders, Congress, Executive Branch colleagues, and the public.
- When discussing crosscutting issues, include information on other DOE offices or Federal agencies participating. Does DOE have the lead on the issue?
- Highlight information that may be of interest to the White House.
- Include travel, leave, and delegations of authority.



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Weekly Report Format

Present information in a bullet format, including the full name of a knowledgeable contact and their telephone number in parenthesis at the end of each entry.

All reports should be in the Courier 10 pitch font with no extra formatting. **DO NOT use bold, italics, underlining or special indentation of any kind. Also, the pages of your report should not be numbered.** This does not mean that you should put in a "No page numbering" format code. It simply means don't number the pages.

Weekly Reports are very useful to the Secretary, but they can be more helpful if they focus on outcomes, are linked to strategic goals and critical success factors, and discuss public, stakeholder, and congressional interest.

#### Weekly Report Submission

Reports should be provided to the Executive Secretariat by close of business Monday. To save paper and improve efficiency, reports should be submitted via electronic mail as a WordPerfect attachment. Please send your report to "Weekly". The attached WordPerfect file should be named using your organization's two-letter routing symbol with the extension .WP. For example the Office of Human Resources and Administration report would be named: HR.WP

Compiled Weekly Reports will be provided to Secretarial Officers and Office of the Secretary Staff Wednesday afternoon via electronic mail.

#### Feedback

The Executive Secretariat will provide you with general and specific feedback from the Secretary. When the Secretary asks for follow-up information, you should provide the information in your next Weekly Report to the Secretary or prepare an information memorandum to the Secretary to be included in the Secretary's daily briefing book.

#### New Categories

Information should be reported in the following categories:

- Major Events:** Major events with significant outcomes or which are expected to generate public interest should be included. Continue to focus on outcomes and why they are significant. Use clear language that is understandable to the public. Information on key participants, event themes, major issues, and expected media interest should be included.
- Emerging Issues:** This category is intended to capture issues that are on the horizon. They should be included as early as possible to permit adequate coordination. Entries should identify other interested organizations both internal and external to the Department. If the issue may generate media interest, this should be noted.
- Secretarial Commitments:** In this section include updates on Secretarial Commitments including Presidential Performance Agreement commitments and Strategic Alignment Initiative (SAI) plans. Milestones achieved and delayed as well as savings realized should be included. SAI plans should be reported on at least once each month.

•**Employment Levels:** Continue to include employment numbers. The information must include:

- SAI Target for FY 96
- Current On-board
- Change from last week
- Explanation for any change

•**Congressional Hearings:** All hearings should be listed. Information must include witness, Committee, Chair, date, time, theme of DOE testimony, and the name of a DOE contact point.

•**Awards:** Information for each item should include: a brief description of the grant, contract, subcontract, cooperative agreement or CRADA; amount range; duration; and scheduled date of announcement.<sup>2</sup> Significant upcoming awards should be included even though recipients have not yet been selected.

•**Secretarial Officer Schedule:** This category should include information on all public events Secretarial Officers will participate in, including events in the Washington, D.C. area as well as out of town. In addition to including the event, date, time, and location, information on the major theme that will be stressed by the Department, and a description of the audience. Planned travel that does not include public events should also be included.

Anticipated leave and related delegations of authority should also be listed.

•**Honors, Awards, Recognition:** This is a new category designed to capture the good news. It can include honors and awards ranging from Nobel Prizes awarded to DOE scientists to R&D 100 awards to community recognition of DOE-sponsored education activities. In this section include the name of the honor, sponsoring organization, DOE recipient, and the rationale and significance of the award.

Weekly Reports are very useful to the Secretary, but they can be more helpful if they focus on outcomes, are linked to strategic goals and critical success factors, and discuss public, stakeholder, and congressional interest.

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<sup>2</sup>

Subject to restrictions of the Procurement Integrity Act and other applicable federal statutes.

Office Name Weekly Report	
Date	
MAJOR EVENTS	
Key Participants:	
Expected Outcome:	
Key Issues:	
Theme:	
Anticipated Media Interest:	
DOE Contact:	
EMERGING ISSUES	
DOE Contact:	
Anticipated Media Interest:	
SECRETARIAL COMMITMENTS	
Employment Levels	
SAI Target for FY96:	
Current On-Board:	
Change from Last Week:	
Explanation:	
CONGRESSIONAL HEARING	
Witness:	
Committee:	
Chair:	
Date:    Time:	
Subject:	
Key Issues:	
Theme:	
Lead DOE Contact:	
AWARDS	
Type:	
Description:	
Duration:	
Amount Range:	
Recipient:	
Announcement Date:	
DOE Contact:	
SECRETARIAL OFFICER SCHEDULE	
Name:    Event:	
Location:	
Date:    Time:	
Theme:	
Audience:	
Anticipated Media Interest:	
LEAVE	
HONORS, AWARDS, RECOGNITION	
Award:	
Recipient:	
Issued by:	
Why:	

Figure 9: Sample Weekly Report to the Secretary

## IX. FOREIGN TRAVEL REQUESTS

The White House requires that foreign travel proposals for Presidential appointees confirmed by the Senate or those acting in those positions be submitted to the National Security Council for approval. National Security Council approval should be sought prior to confirming travel plans with the foreign governments concerned.

At least one month before traveling abroad, you must prepare a memorandum to the Secretary requesting approval. This memorandum, concurred upon by the Assistant Secretary for Policy and International Affairs should include:

- ! the objectives of the trip;
- ! names of senior participants;
- ! list of major events, appearances, meetings, and speeches;
- ! the proposed itinerary to the extent possible; and
- ! cost information.

Also include with the memorandum a travel authorization form prepared for the Secretary's signature. You only need to prepare the memorandum to the Secretary. The Executive Secretariat will prepare the memo to the National Security Council.

After the Secretary has signed the travel authorization, the Executive Secretariat will seek the approval of the National Security Council. Airline tickets and travel funds will not be released until the National Security Council has approved the travel.

If in your judgement the results of the trip would be of Presidential interest, a trip report should be prepared and submitted to the Secretary for transmittal to the President through the National Security Council.



**Department of Energy**  
**Washington, D.C.**

MEMORANDUM FOR THE SECRETARY

FROM:                   NAME  
                          TITLE & OFFICE

SUBJECT:               FOREIGN TRAVEL

I request approval for foreign travel to -----, from ----- through-----  
for the purpose of -----.

*NOTE: Give some background on the "what" and "why" of the proposed travel.  
Include any issues and time constraints, or other special considerations.*

Proposed Itinerary:

*List where you will be for each day of the travel.*

Figure 10: Request for approval of foreign travel

## X. RULES OF THE ROAD

### DO'S AND DON'TS

This section will deal with some "DO's" and "DON'Ts" of correspondence. As always, common sense is a good measure to use when in doubt.

DO	DON'T
Get it done on time	Don't use acronyms (they can usually be avoided)
Be responsive, clear and concise in your language and explanations	Don't use flowery, excessive language
Begin your letter with the key idea. This should be the rationale for the Department's actions	Don't repeat what people already know
Use plastic covers on the first page of the signature document only	Don't recount details of the letter the Secretary is responding to
Use common sense	Don't use phrases like: <i>As you know</i> , <i>You may be aware</i> , etc
Center text on page	Don't use two-letter routing symbols as organizational titles. They are mail codes only! (a short-hand organization list is in Section VI)
Use bullets	
Include only useful information	
Avoid the use of "I" or "my Department"	
Precede names used in correspondence with <i>Mr.</i> , <i>Mrs.</i> , <i>Ms.</i> , or <i>Dr.</i> , <i>Rev.</i> , etc., as appropriate	
Call your Exec. Sec. contact with any questions	
When circulating letters for concurrence always include the name and telephone number of an informed contact point who can answer substantive questions	
Include a diskette when forwarding the correspondence to the Executive Secretariat	

**APPENDICES****APPENDIX A: EXAMPLES LISTING**

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## APPENDIX B: KEY WORDS LISTING

A listing of program offices, the mission statements and key words pertaining to each program is available through the Executive Secretariat.

To request a copy, contact Joyce Harrod, on (202)586-5063